

STRATEGIC PLAN POCKET GUIDE



STATE BOARD OF EDUCATION

**Missouri Department of Elementary
and Secondary Education**

JANUARY 2008

Making a positive difference through education and service



The Department of Elementary and Secondary Education's Strategic Plan serves as the guide for the organization. The outcomes represent the most vital work of the agency as they promote the success of children in public classrooms and of adults in the workforce. Staff focus on the plan's outcomes and objectives by working together, within and across divisions and programs, to deliver improved achievement for both kids and adults and greater efficiency in leadership. As the Department continues its emphasis on greatly exceeding customers' expectations, staff are "making a positive difference through education and service."



D. Kent King
Commissioner of Education

VISION STATEMENT

Making a positive difference through education and service



MISSION STATEMENT

We provide leadership and promote excellence.



VALUE STATEMENT

We promise to greatly exceed customers' expectations.

OUTCOME I: STUDENT ACHIEVEMENT

Increased percentage of students achieving the Show-Me Standards at targeted performance levels in the Missouri Assessment Program (MAP)

OBJECTIVE 1: Increase the percentages of students scoring at the Proficient and Advanced achievement levels on the MAP by 5 percent each year through 2010

OBJECTIVE 2: Decrease the gap in achievement scores between students in NCLB-designated subgroups and all students who took the MAP by 5 percent each year through 2010 while increasing the performance of all students

OBJECTIVE 3: Increase the percentage of students who score at or above the Proficient level on the communication arts component of the MAP to 67.4 percent by 2010

OBJECTIVE 4: Increase to 100 percent by 2010 the number of Missouri public school core academic courses taught by highly qualified teachers with the appropriate grade and subject certification

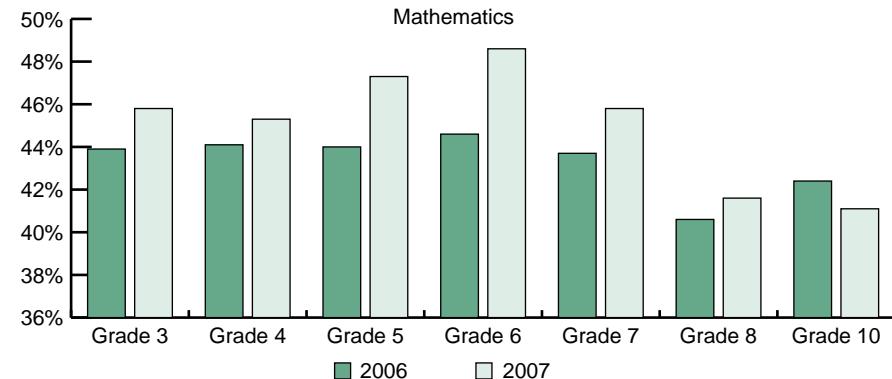
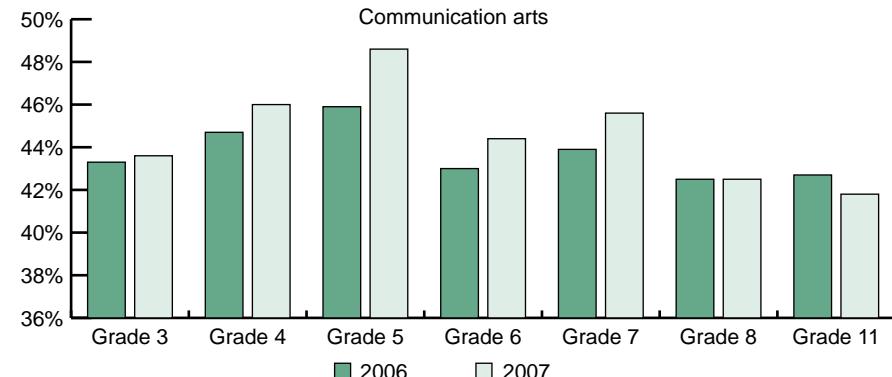
Key Strategies

DESE will:

- ★ promote and sustain a system of high-quality professional development for Missouri educators centered on research-based best practices and model programs.
- ★ identify model programs and practices in high-performing schools with significant numbers of minority students.
- ★ demonstrate and implement techniques for the early identification of students with reading problems and the use of appropriate intervention methods integrated across the curriculum, grade levels and subject areas.
- ★ use technology to communicate with stakeholders regarding student achievement, school performance, statewide school-improvement initiatives, and issues and trends affecting public education.
- ★ ensure that state accountability systems provide accurate information about student learning and indicate areas that require improvement.
- ★ collaborate with teacher-preparation institutions to develop new pathways for well-qualified, nontraditional candidates to enter the education profession.

OUTCOME I: STUDENT ACHIEVEMENT (CONTINUED)

Percentages of students scoring at the top two levels (Proficient and Advanced) on the MAP



Source: MAP, October 2007

What I or my section can do

OUTCOME II: SCHOOL READINESS

Increased percentage of children entering school ready to succeed

OBJECTIVE 1: Increase from 48 to 60 percent by 2010 the number of families that have pre-kindergarten children and participate in parent education and related support services

OBJECTIVE 2: Maintain the percentage of children ages 3 to 5 receiving DESE-supported quality care and education services at 13 percent through 2010

OBJECTIVE 3: Increase from 84 percent in 2003 to 88 percent by 2010 the number of public school kindergartners attending full-day programs

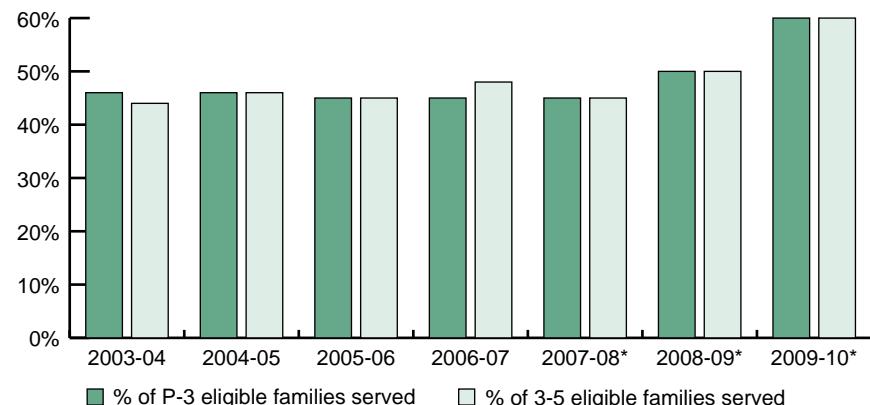
Key Strategies

DESE will:

- ★ promote the expansion of developmental-screening services.
- ★ inform school leaders about the importance of increasing participation in parent-education programs and support systems, particularly among high-need families.
- ★ encourage districts to use existing and new resources to expand preschool opportunities.
- ★ support research-based curricula and highly qualified staff.
- ★ inform school personnel and parents about the benefits of full-day kindergarten.
- ★ use newsletters, presentations, Web sites, links to other resources, and partnerships with other agencies and organizations to disseminate information on the research and benefits of quality preschools.
- ★ join forces with other agencies to educate business and industry leaders about the benefits of providing quality early childhood services for employees in the workplace.
- ★ promote developmentally appropriate curricula and strategies.

OUTCOME II: SCHOOL READINESS (CONTINUED)

Percentage of P-3 and 3-5 eligible families served



Source: Early Childhood Education section, November 2007

Note: *Projected

Number of children receiving DESE-supported preschool services

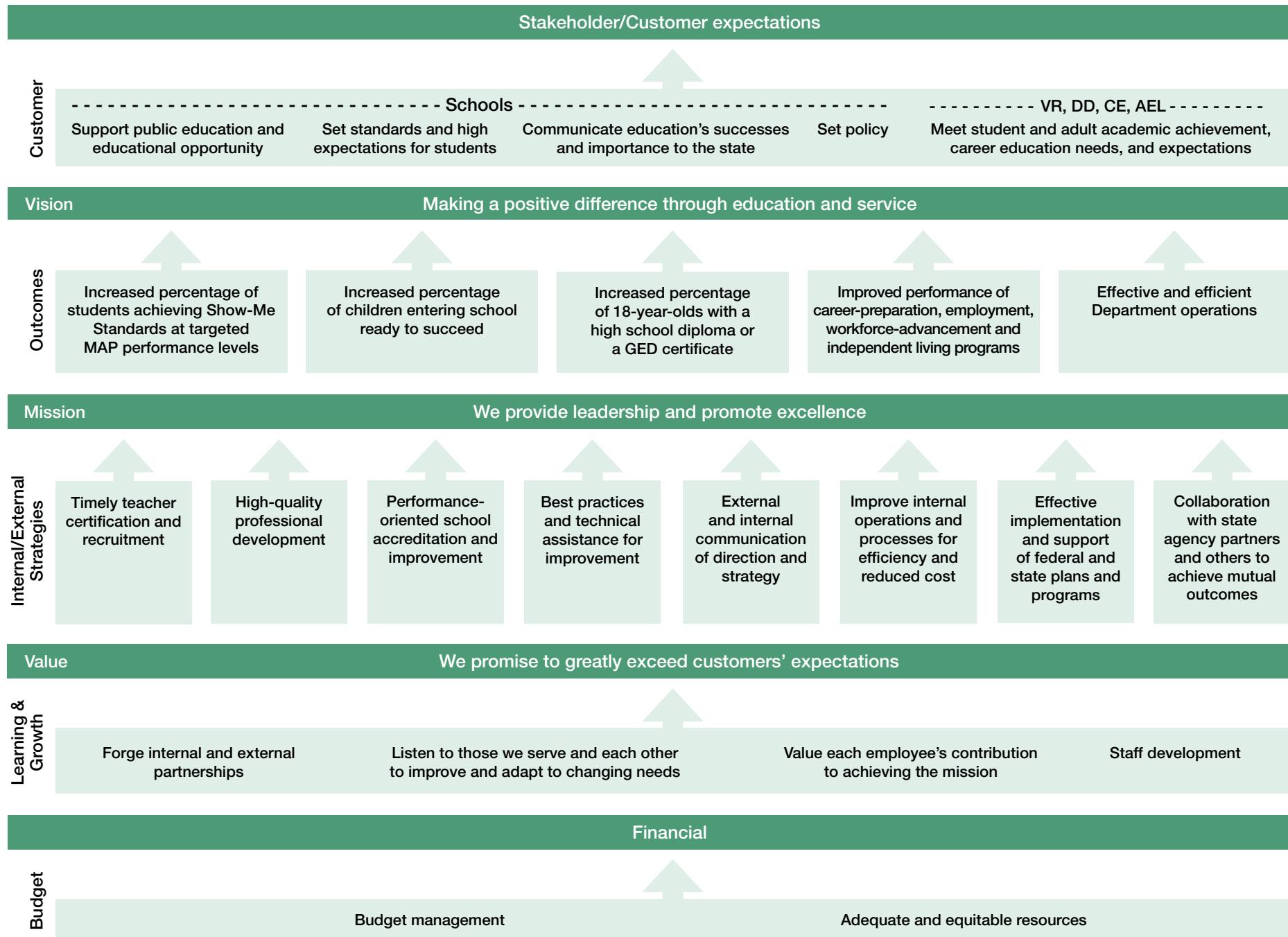
	2003	2004	2005	2006	2007	2008*	2009*	2010*
Missouri Preschool Program	4,840	4,435	4,707	4,609	4,972	4,972	4,972	4,972
Title I preschools	7,604	9,166	7,800	8,550	8,325	8,325	8,325	8,325
Early Childhood Special Education	10,037	10,893	10,856	10,898	10,860	10,900	10,915	10,915
Total	22,481	24,494	23,363	24,057	24,157	24,197	24,212	24,212
Percentage receiving services	12%	13%	12%	13%	13%	13%	13%	13%

Source: Early Childhood Education section, Federal Programs Unit and Early Childhood Special Education, October 2007

Note: *Projected figures for 2008, 2009 and 2010

What I or my section can do

Missouri Department of Elementary and Secondary Education Strategy Map



OUTCOME III: SCHOOL COMPLETION

Increased percentage of 18-year-olds with a high school diploma or a General Educational Development (GED) certificate

OBJECTIVE 1: Decrease the state's annual dropout rate to 3 percent by 2010

OBJECTIVE 2: Increase to 96 percent by 2010 the number of high school graduates entering postsecondary education, employment or the military

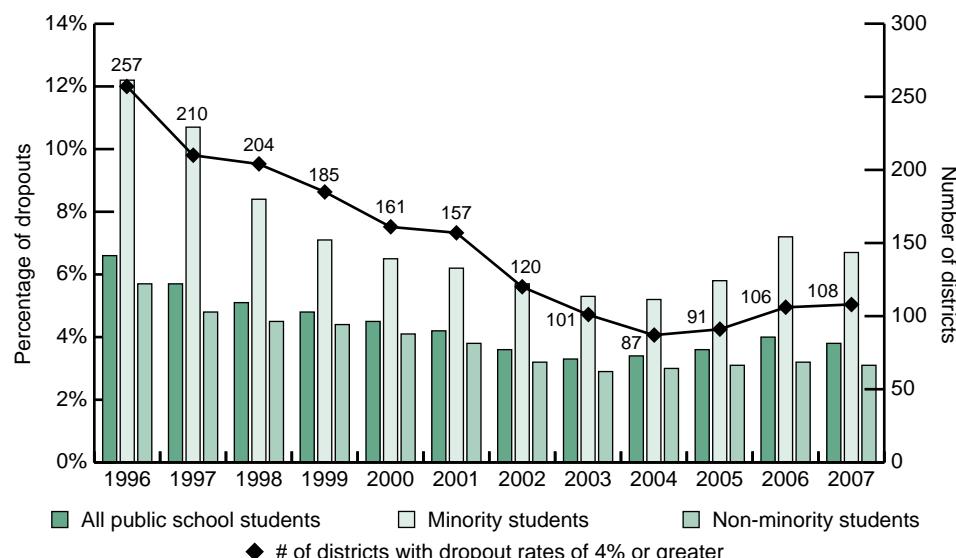
Key Strategies

DESE will:

- ★ encourage participation in A+ Schools, in which students can earn the opportunity to pursue a two-year degree with paid tuition and fees at Missouri public community colleges or career/technical schools.
- ★ evaluate districts' efforts, through the Missouri School Improvement Program (MSIP), to reduce the dropout rate, which is the catalyst for a variety of improvements in Missouri school districts.
- ★ collaborate with other state agencies, businesses and industries to establish a comprehensive system of workforce education and preparation.
- ★ work with school districts to fully implement the Missouri Comprehensive Guidance Program.
- ★ coordinate and provide electronic links to Missouri Career Centers.
- ★ provide both funding and incentives for school districts to continually improve performance in career education using standards for secondary career education under the Carl D. Perkins Career and Technical Education Act of 2006.
- ★ bring about changes in teaching practices through Missouri's standards-based reform efforts, the Show-Me Standards and the MAP, that benefit all students.
- ★ encourage career education and occupational technical training that lead to postsecondary education and/or employment.

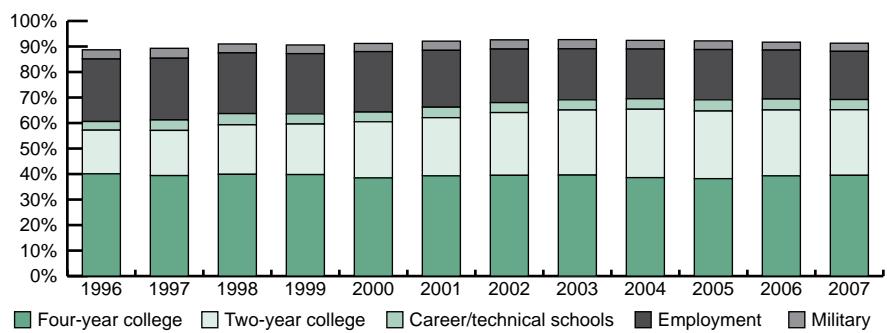
OUTCOME III: SCHOOL COMPLETION (CONTINUED)

Statewide dropout rate



Source: School Core Data (public school data only), October 2007

Percentage of high school graduates entering postsecondary education, employment or the military



Source: School Core Data, October 2007

What I or my section can do

OUTCOME IV: WORKFORCE READINESS

Improved performance of career-preparation, employment, workforce-advancement and independent living programs

OBJECTIVE 1: Meet or exceed the aggregate federal Adult Education and Literacy (AEL) performance standards by 5 percent or more each year

OBJECTIVE 2: Obtain and maintain the percentage of Vocational Rehabilitation (VR) clients who achieve an employment outcome after receiving services at 73 percent through FY2010

OBJECTIVE 3: Maintain a decision accuracy rate of 97 percent or better and a turnaround time of 88 days or less in processing Social Security disability claims

OBJECTIVE 4: Meet federal performance standards by 5 percent or more each year for secondary and postsecondary career education

OBJECTIVE 5: Increase the number of people with significant disabilities who receive Independent Living services by 11 percent, from 16,197 in FY2006 to 18,000 by FY2010

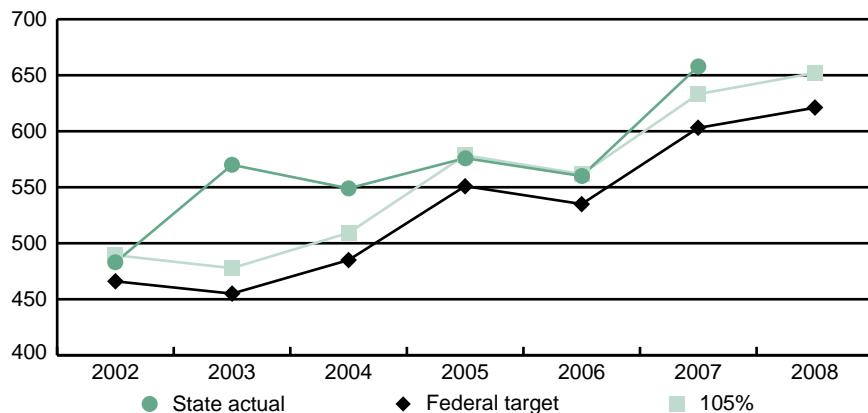
Key Strategies

DESE will:

- ★ support the use of appropriate technology in meeting a variety of learning styles and student needs (e.g., providing AEL services through distance-learning service providers).
- ★ collaborate with other state agencies, service providers and client-advocacy groups to give clients enough information to make informed choices regarding quality services and employment opportunities.
- ★ protect the integrity of Social Security programs through superior stewardship.
- ★ focus professional development on rigor and relevance.
- ★ collaborate with the Missouri Departments of Social Services, Health and Senior Services, and Mental Health to provide meaningful choices and quality services to consumers, thus realizing the cost-effectiveness of resource sharing.

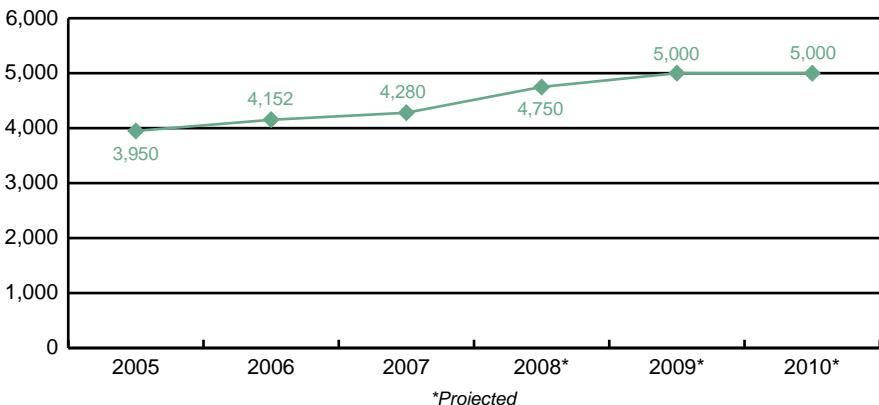
OUTCOME IV: WORKFORCE READINESS (CONTINUED)

State AEL aggregate performance in comparison to federal target



Source: Division of Career Education, Adult Education and Literacy section

Number of VR participants achieving employment compared to prior period



What I or my section can do

OUTCOME V: DEPARTMENT MANAGEMENT

Effective and efficient Department operations

OBJECTIVE 1: Decrease printing costs while improving publication quality

OBJECTIVE 2: Decrease mailing costs

OBJECTIVE 3: Improve safety violations in Department buildings

OBJECTIVE 4: Increase the number of managers compliant with the state management-training rule

OBJECTIVE 5: Improve service and enhance communication through a culturally diverse and knowledgeable workforce

OBJECTIVE 6: Increase the Department's purchases from certified minority- and female-owned businesses, pursuant to the Governor's Executive Order 05-30

OBJECTIVE 7: Create an information portal to education data for decision making

OBJECTIVE 8: Develop and implement a student information system

Key Strategies

DESE will:

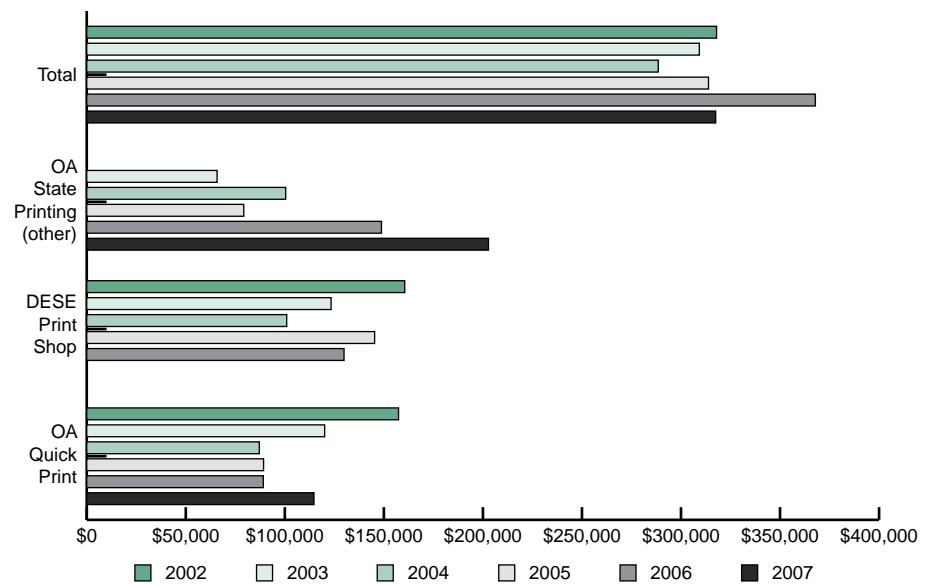
- ★ emphasize policies and procedures to ensure that staff members use the most cost-effective printing methods and materials.
- ★ encourage staff to place relevant information on the DESE Web site and reduce the need for printed material.
- ★ encourage all divisions to increase use of the electronic consolidated mailing system.
- ★ allow employees to flex their work hours to go to school/training whenever it is possible to attend and keep the workplace operating smoothly.
- ★ develop partnerships and collaborative agreements with other agencies and organizations that represent diverse populations.
- ★ encourage staff to utilize certified minority and female vendors.
- ★ work with the P-20 Education Research and Data Task Force to plan, develop and support the Mathematics, Engineering, Technology and Science (METS) Data Book.

OUTCOME V: DEPARTMENT MANAGEMENT (CONTINUED)

DESE postage expenditures

	2003	2004	2005	2006	2007
U.S. Postal Service	\$337,425	\$232,188	\$285,179	\$262,466	\$179,801
UPS	\$23,868	\$25,647	\$25,758	\$24,252	\$34,557
AAA Mailing Service	\$6,426	\$5,727	\$4,999	\$4,405	\$2,634
Federal Express	\$2,352	\$2,157	\$252	\$0	\$0
Minus End-of-Year Reserve	(\$26,935)	(\$43,429)	(\$57,182)	(\$47,800)	(\$0)
Total	\$343,136	\$222,290	\$259,006	\$243,323	\$216,992

DESE printing expenditures



Source: Accounting and Procurement section

What I or my section can do



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